

What's Working Better Overall

* Training Plan Planning in General (CAOs are using results) IMS Congept CAO Reviews +- (inconsistency among Districts) "Why are we doing this?" - line in the Plan Workshop (CAQ presentations) **Negotiations +- (inconsistency among Districts)**

What's Working Better Overall

- *** Budget Formats**
- District IMS Focal Points (great job communicating)
- Standardized Performance Contract DCMCwide
- Performance Contract Easier +-
- Notification the Contract has been accepted
- Impromptu Queries developed locally +-

What Needs Improvement Overall

- * Conflicting answers between DCMC and District process owners to the CAOs.
- Feedback tools due dates/conferences do not coincide; therefore, do not lead to good planning.
- No universal method to have questions answered on the Performance Planning process.

What's Been Done to Improve

Overall

- * Videotaping workshop breakout sessions on Day 3 for distribution throughout Command.
 - Shared FY 00 District and CAO supplemental performance plans with HQ process owners during FY 01 goal development (to help them understand impact on field organizations).
- Collecting and publishing Q&A from workshop via Access database on DCMC home page.

What's Been Done to Improve Overall (Continued)

- Implementing new Internal Risk Management (IRM) policy this cycle.
- IRM integrates assessment tools at output stage (OFIs) and ties evaluation of OFIs to annual planning and budgeting cycle.
- More integration of tools and scheduling expected next cycle.

What Needs Improvement Plan

- The Metrics Guidebook does not align with the Performance Plan or the One Book.
- Goals are not simple, measurable, actionable, reportable, and time-based (SMART).
- DCMC Performance Plan does not capture customer needs.

What's Been Done to Improve <u>Plan</u>

* Performance goal targets removed from the Metrics **Guidebook--eliminates inconsistencies that previously** existed. The Metrics Guidebook contains metrics data only; the Plan contains goals/targets. HQ doing a better job of maintaining the links among the documents. Solicited CAO feedback on draft FY 01 goals early in process. Shared CAO feedback with process owners during one-onone meetings with Planning Team--many goals were revised as a result.

What's Been Done to Improve Plan (Continued)

- * Shared FY 00 District and CAO supplemental performance plans with HQ process owners during FY 01 goal development (goal: to better understand impact on field organizations).
- Added customer liaison representative to the Planning Team.
- Using Board of Directors to solicit customer and stakeholder feedback on our process and plan.

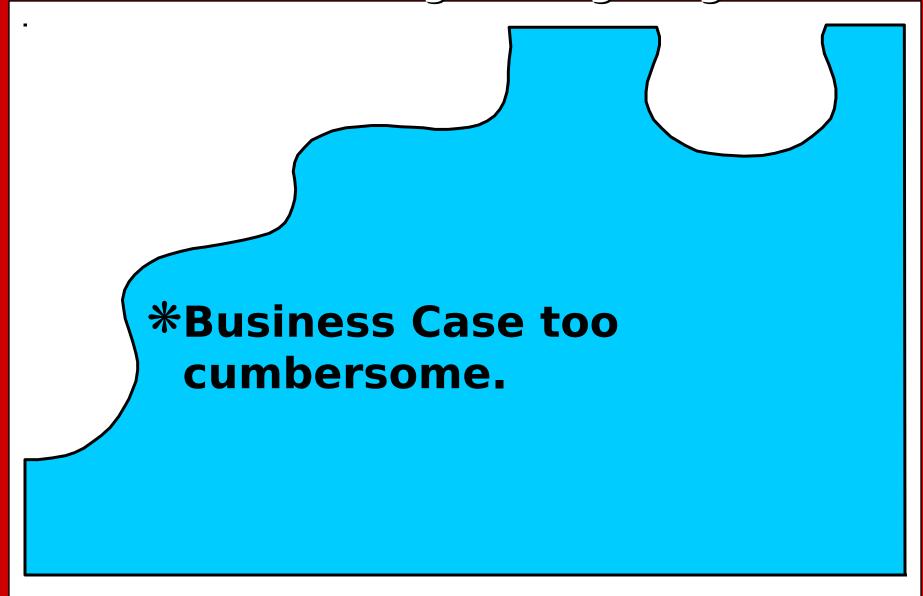
What Needs Improvement Contract

- No direct correlation between performance and FTEs.
- Performance Contract and supporting spreadsheets not sufficiently tested before dissemination.

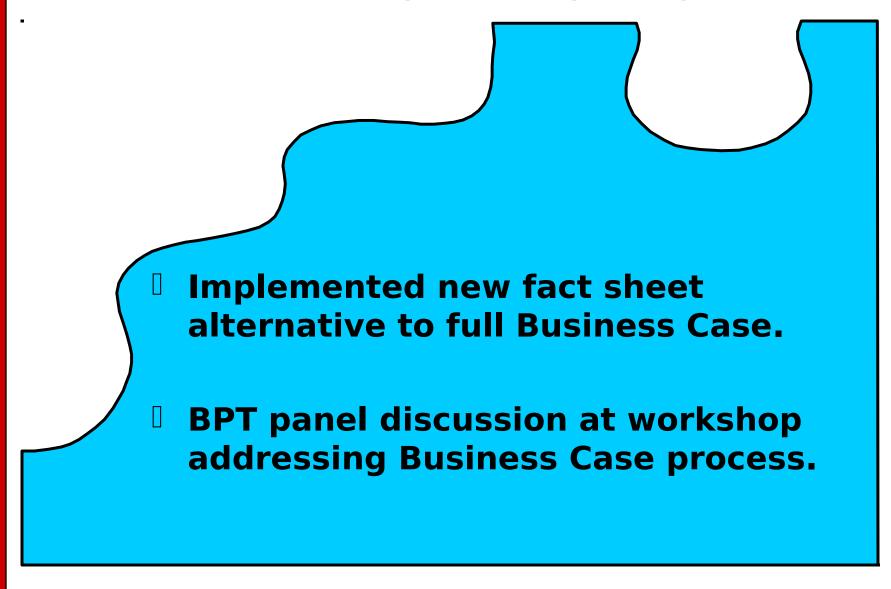
What's Been Done to Improve Contract

- The FY 01 Performance Plan is structured by the 12 service sets--promotes consistency with unit cost and One Book.
- FTEs are also be aligned by service set in the Performance Contract (PLAS hours roll up to service sets).
- Performance Contract was formally tested prior to deployment.
- Errors/discrepancies that were identified were corrected.
- How to complete contract and input spreadsheets being demonstrated at workshop.

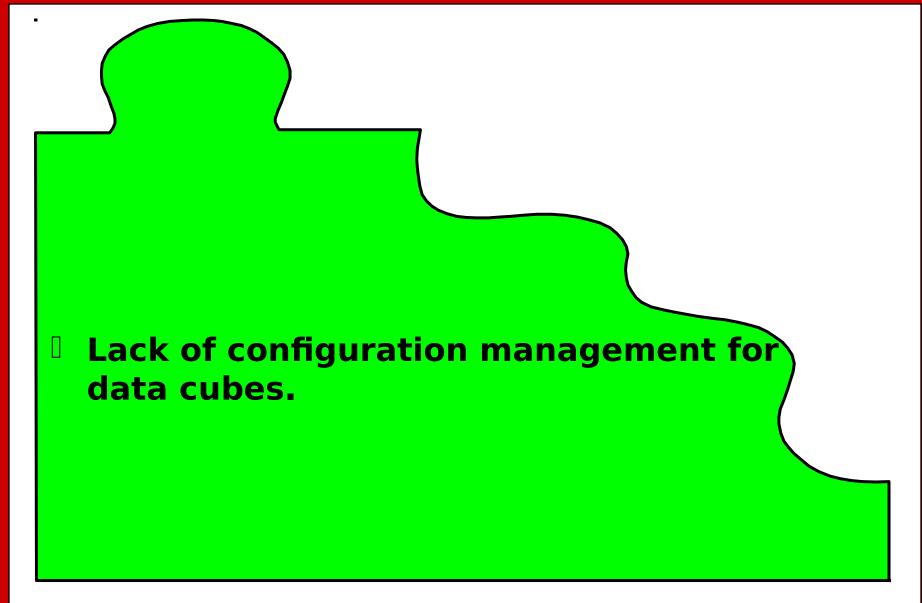
What Needs Improvement Resourcing & Budgeting



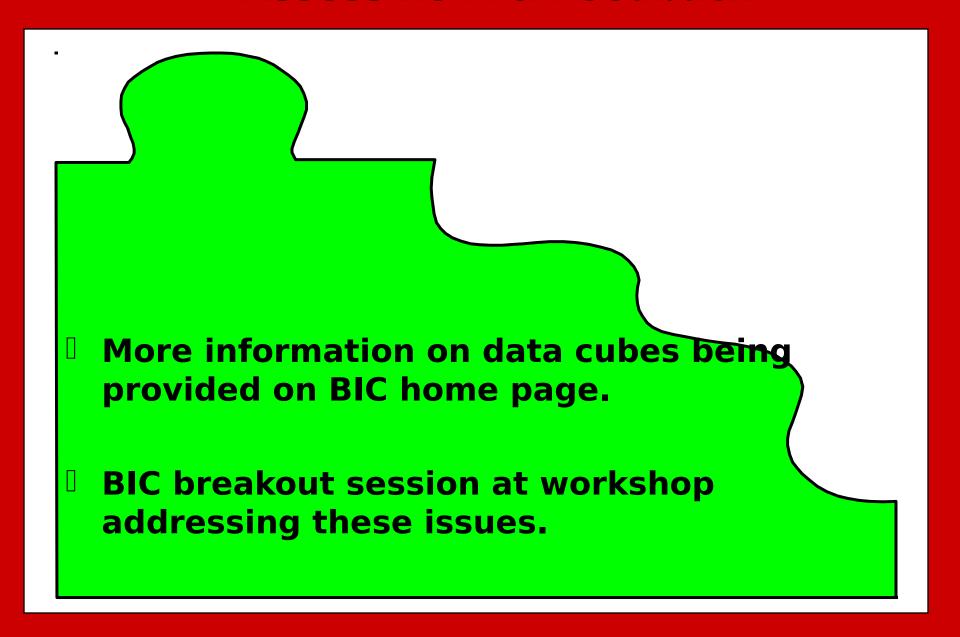
What's Been Done to Improve Resourcing & Budgeting



What Needs Improvement Assessment & Feedback



What's Been Done to Improve Assessment & Feedback



What Needs Improvement Workshop

- Goal Owner participation at workshop.
- CAO inability to send multiple players to the workshop (i.e., Ops, TAG, senior leadership).
- Lack of a unified interpretation by Districts of DCMC direction.

What's Been Done to Improve <u>Workshop</u>

- * Planning Team met one-on-one with goal owners to share CAO feedback and to improve goal quality.
- Standard templates provided to goal owners for their workshop presentations (contains information of most interest to CAOs).
- Workshop agenda changed to allow for more Q&A time during goal owner presentations (3 groups with Q&A session after each group).
- End-of-Year Status Calculation added for each goal in the plan.

What's Being Done to Improve Workshop (Continued)

- * Video taping workshop breakout sessions on Day 3 for distribution throughout Command.
- nvited customer liaisons to workshop.
- BPT panel discussion at workshop focusing on key topics identified by CAOs.
- Some of these topics also covered in IMS overview presentations by HQ staff.

Miscellaneous Recommendations Overall

- Train a person in the CAQ on data manipulation
- Multi-year plan
- FTE Execution Plan not useful at CAO level
- **Transfer between Object Classes**
- Standardized DCMC Budget process
- Would like to see DCMC HQ's IMS results (IOA,USA, MCRs)
- IOA purpose seems to be more punitive than assist
- Corrective Action Plans too time consuming, no value added, too frequent, inconsistent reporting requirements, WHY are they